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Confidential Intelligence Course

Section 3 Part B

April 16, 1959

HCO EXEC. SEC

This is a confidential HCO Manual. Give one copy to each HCO personnel you have -- but only if they are full time HCO personnel.

As your HCO expands and you acquire more personnel on full time HCO posts you may request additional copies from HCO WW in London.

Best,

Rhona Swinburne
HCO Exec. Sec. WW

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HUBBARD COMMUNICATIONS OFFICE

MANUAL

OF

JUSTICE

by L. RON HUBBARD

L. Ron Hubbard

H C O

Manual

of

Justice

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HCO ASSISTS ME EVERYWHERE in wearing any of my own hats.
One of those hats (whether we like or not it is forced on us)
is Justice.

People come to me with ethical problems with their auditors,
their husbands, their wives, their bosses. I always try to lis-
ten - always try to help.

People get in trouble with the law - without aiding crime, I
try to help these people square themselves with the police.

Judges and others have paroled people to me without my asking
and have told people to get processed or go to jail.

People attack Scientology; I never forget it, always even the
score.

People attack auditors, or staff, or organizations, or me. I
never forget until the slate is clear.

All these things add up to a Justice Hat. Whether I would or
no, I wear it.

HCO Secretaries therefore are often faced with "Justice Pro-
blems". They should recognize them as such and handle them as
far as they can.

"Bring Order" also means Bring Justice. There's precious little
real justice in the world today. So we ourselves should make a
start.

Normally I run on the stable datum "Keep the peace and keep
them happy". That's for run-of-the-mill disagreements amongst
people.

But always I try to adjudicate on the basis of the Optimum Sol-
ution. "The Greatest Good for the Greatest Number of Dynamics".

But to do these things one should have some understanding of
Justice itself.

Most executive failures are (1) failure to help staff and (2)
failure to understand and use the principles of Justice. We should
not fail in these matters.

JUSTICE SUBDIVIDED

The whole subject of justice subdivides for a Scientologist into
four phases. These are

1. Intelligence Activities
2. Investigation of Evidence
3. Judgement or Punishment
4. Rehabilitation.

INTELLIGENCE

Intelligence is mostly the collection of data on people which add up to a summary of right or wrong actions on their part.

It is basically a listening and filing action. It is done all the time about everything and everybody. Then one day some random data make a summation that can be used. "It all adds up." But if we never collected data, there would be nothing to add up. Hence, intelligence consists of noting data about the activities of people from all kinds of sources. Joe is now working for the Daily Worker. The State Department won't grant Pete a passport. Isabel left Texas bringing money. It's all grist to the mill of intelligence. Carefully remembered or filed and cross-indexed, such data tells its own story one day. If we had a folder for Joe, we'd scribble on a slip of paper; "Works now (1959) for Daily Worker - a Communist paper". A few weeks later, another scrap of paper is dropped in: "Taking B. Con. Course Feb. 59". A few months later: "Joe moved in to live with Kate". We look up Pete. Obviously, Pete is a Commie as he can't get a U.S. passport. September 1959 we learn that Joe is asking for a job in the Senate Office. We promptly tell Seattle, "Rat-poison. Forget Joe."

If we kept files like that we'd keep them like that. Some day we may have to. Today we do it by memory. So we listen. We add up associations of people with people. When a push against Scientology starts somewhere, we go over the people involved and weed them out. Push vanishes.

Using intelligence to tell our friends from our enemies and acting fast is why we have stable organizations now where we had shambles before. It isn't better organization so much as more peace bought by more alert intelligence. We know our enemies before they hit. We keep them out of important positions. When we accidentally put one into a key post and he starts to flub, we shoot quick and get judicial afterwards. And we then add up who his friends and associates were.

Intelligence alertness, even when we have no files, pays off in peace, growth, and progress.

APA and OCA graphs tell their stories on people. Only the ones whose graphs don't change under processing have been found to be real menaces to Dianetics and Scientology. They have overt acts and bad intentions against us and they can't talk to the auditor about them, they feel. So they're hanged. Every one of twenty known cases who were evidently paid money to smash Dianetics or Scientology organizations, including Hart, Purcell, and Van Vogt, had hung graphs. No change occurred in any of these cases for five or more years of known activity, despite all processing! So an unchanging profile over years of processing almost adds up to "dangerous person - has bad intentions toward Dianetics and Scientology".

Conversely, people who benefit from processing or auditors who get consistently good results on preclears never get snarled up enough to attack us. Therefore intelligence has its bright side. By facts heard plus profiles seen, we know our friends.

Intelligence is therefore that activity which collects data and keeps it adding up so that we know our foes from our friends and so that we can act to separate out the sources of trouble in any given situation.

Organizations with bad consciences usually look on HCO personnel as intelligence people. So HCO personnel might as well realize it, too. One small HCO hat is intelligence - know our friends and our enemies and what they are doing.

INVESTIGATION

When things go wrong and we don't know why already by intelligence, we resort to investigation.

When we need somebody haunted we investigate.

Investigation is the careful discovery and sorting of facts. Without good investigation we don't have justice, we have random vengeance. When we investigate we do so noisily always. And usually mere investigation damps out the trouble even when we discover no really pertinent facts. Remember that - by investigation alone we can curb pushes and crush wildcat people and unethical "Dianetics and Scientology" organizations. It's almost funny. We sometimes learn nothing useful and yet because people heard we were investigating their consciences sent them into headlong flight or sudden collapse. There's power in the question alone!

Here is an example. There's bad morale in a central organization. We don't know why. We try everything we can to up units and ease difficulties and yet there's bad morale. So we investigate noisily. Remember, intelligence we got with a whisper. Investigation we do with a yell. Always. Modern cops don't really know this. They investigate with whispers. Doesn't pay. Why sneak up when pouncing is the only thing that serves us? After all, if it hasn't been whispered to us already and we have to investigate, why keep whispering? In the low morale matter, we think over the most likely suspects and summon them to see us. We ask them why they're talking the way they are. What's wrong anyway? We call them in one at a time. We use the E-meter. "What have you been doing to us?" And you sort it out.

Investigation to us in Scientology is a fine art. It's like auditing. If they won't take a meter test, you know they're guilty. If they do, you can watch that needle dip a "yes" every time you're right even when the suspect won't say anything verbally. You generally find that Joe is hoping to start a clinic in the town and thinks of the organization as a rival - if the central organization got knocked out, this knucklehead thinks, he'd be all set. So he's been discouraging staff and starting rumours in the town.

Did you ever realize that any local viciousness against Scientology organizations is started by somebody for a purpose? Well, it is. Look at what we do. Look how dedicated staff is. How hard they work. And yet somebody feels we're evil? No, rumours aren't "natural". When you run them down you find a Commie or a millionaire who wants us dead and his own clinic up or a group member who is also a member of the R.C.

You don't rest when bad rumours are about. You investigate, you run them down. You find amongst all our decent people some low worm who has been promised high position and pay if we fail. Don't discount this. In one instance \$500,000 was paid in cash to a man to wreck Dianetics. He almost made it. Wichita Kansas, Spring 1952. (But by intelligence and investigation we cost him his shirt and his spare vest as well.)

In cross questioning people, it is as valuable to know what they've been told as what they've said. "What bad things have you heard about the HASI?" and "What have you said?" are the usual questions. When you get on a line of data follow it right through.

Get the names. Write them down as you get them. Sort them out with what you already know about them.

POINTS TO ESTABLISH

1. What is the crime? This must be established first. It must be something that can be phrased in a sentence or two. It must be unacceptable to the general good of all. It must contain actual injury to someone or something. And the criminal is usually rewarded in some fashion by someone or even by perverted satisfaction.
2. Who is guilty of the crime? Is it the person himself or an associate he aided? An associate or even a silent non-participant who knew but didn't warn the victim can be judged guilty of the crime.
3. Who are the accusers? In this case it is usually us. But you'll get ethics cases where it is another. What do they accuse the person of?
4. Who are the witnesses? Crimes don't always have witnesses but when they do, it helps to question them. Witnesses are no whole answer to anything. They lie, they don't observe well, they have prejudices. But some weight can be given to their testimony. They can almost be safely omitted if you're in a hurry and have an E-meter.
5. What happened? This is so important that most trials spend much of their time on it. It is ridiculous sometimes how prejudice and vengeance and plain lack of the ability to confront confuse the story. "Getting the facts" is a police idea of investigation. They seem more interested in the script than in what crime and who did it. To speed evidence, be a good auditor - question closely and rapidly. What did he or they do or say and where?
6. Weigh the evidence and decide if the crime was actually committed and by whom.
7. Establish the importance of the crime in terms of damage done or threatened.

PUNISHMENT

Our punishment is not as unlimited as you might think. Dianetics and Scientology are self protecting sciences. If one attacks them one attacks all the know-how of the mind. In caves the bank. It's gruesome to see sometimes.

At this instance there are men hiding in terror on Earth because they found out what they were attacking. There are men dead because they attacked us - for instance Dr. Joe Winter. He simply realized what he did and died. There are men bankrupt because they attacked us - Turcell, Ridgway, Ceppos.

So punishment almost takes care of itself. However, there is an immediacy necessary at times in some matters which makes punishment necessary.

Where a certified auditor attacks the central organization or flagrantly breaks the code, punishment is simple: suspend his certificate. Any HCO Secretary has authority to do so.

Where an employee acts in a corrupt or bad fashion, fire him or suspend him or her.

When a squirrel organization sets up, suspend the certificate of everyone who joined it. Cancel the certificate of the person who started it.

Use civil authorities when absolutely necessary, as in embezzlement or mayhem, but try to operate without calling in local law. We always do better ourselves or with private detectives. Local law today means reporters and cases tried in the press. Keep our name good.

And always punish quietly but publicly. Post it on the Public Board for a day. Never put it in a magazine or write the field letter about it.

Remember this: we are a theta line. Leave the entheta to others. Act on entheta but don't add to it. Remember, orderly justice as described in this booklet also brings order. Be as happy if they're innocent as if they're guilty. But don't neglect rumours, squirrel organizations and publications or Commie or criminal personnel. Be just.

It ordinarily put a head on a pike unless it's the right head. remember that there are times when it's vitally necessary to some head, any head, on a pike to quell rising disorder. Just remember that justice is an action to deter disorder and secure the public safety. But if you do put the wrong head on a pike, be sure put it back on the body again as soon as the need for its being a pike is over. Justice is not always the matter of an individual. Is a short-term method of bringing order and it is needed for all times.

REHABILITATION

He destroyed herself by failing to follow (or know) the necessity rehabilitation. Russia is caving in for the same lack. Every nation at this writing makes more criminals than it captures - see Hitler's criminal rise to power.

When you punish a man you punish also his family and friends. Even you slayed the man you would then still have his friends and family as your enemies. If you slay everyone he knew - why, they have friends and families, too - and at last you've a whole populace against you.

You punish a man. He goes away to join the ranks of the squirrels. You swell the opposition. Don't do it.

Shoot the offender for the public good and then patch him up quietly. That isn't even mercy. It's good sense.

THE BASIS OF ALL CRIME

We have to know this about offenders against Scientology, its organizations and people. ARC Breaks can be caused by an overt act against us. If a person does something bad to us (even when we did nothing to him) he now has an ARC Break with us. Without our knowing it he is a little bit of an enemy of ours.

So he now, having an ARC Break, again offends against us. He is now our enemy. And so he goes until at last he can't rest until he kills us dead.

That is the route of crime and criminals. They rob, they hurt. The more they do, the more reason they think they should have to do so. They dream up motivators madly, seeking to justify their acts. This in the field we see as entheses. We do precious little to hurt people. Therefore when they do something against us they have to lie and scream to justify it.

Factually when they start this they're on their way out. Offenders against us get ill because they can never truly justify it.

It is mercy to put the padlock on such a person's activities. Every word he says or writes against us, every plot he enters into, alike push him further and further down.

How bad can it get? We have evidence in a book Dr. Winter wrote. He knew it consisted of stolen ideas and entheses. Every copy it sold killed him a little more. And one day he died. He couldn't even be audited since he had tried to damn the thing that had almost saved him, his marriage, his children.

So it is mercy, not revenge, to prompt our justice. (1) We must not neglect it and (2) we must not fail to rehabilitate.

Put the culprit on the E-meter. Ask him as a repetitive command "What have you done to us?" Cover the MSSI, the staff people, HCO, yourself, anything you can think of, rephrasing the question each time the last version is flat.

Also, even in daily actions, remember this: never let anybody EVER say to you "Everybody says" or "Everybody thinks" of "The field thinks". Demand at once who, when, where, and what. "Everybody" turns out to be some nut most people would laugh at and "the field" becomes one sour grape that flunked his HPA two years ago.

In the first place, the mail even as a whole does not reflect field opinion ever. It's only the opinion of people who write in - and that's only a small part of the field.

Never permit a source of entheta to be generalized. If it's entheta, you want who, what, where, when, and you write it down and file it.

The whole field less one man could be widely for you but staff can believe this silly fool is PUBLIC OPINION.

Public opinion isn't newspapers or magazines or letters. It is attendance, balance sheets, book sales.

Therefore investigation must always be aimed at the specific person, the time and the place. Else you'll sink in a morass of generality and get nowhere.

When you have found your culprit, go to the next step. Judgement and Punishment.

INVESTIGATION BY OUTSIDE SOURCES

Overt investigation of someone or something attacking us by an outside detective agency should be done more often and hang the expense. It's very effective. Often investigation by a private detective has alone closed up an entheta source or a squirrel organization. In fact at this writing I can't remember a time when it hasn't!

The reason for this is simple. Of twenty-one persons found attacking Dianetics and Scientology with rumours and entheta, eighteen of them under investigation were found to be members of the Communist Party or criminals, usually both. The smell of police or private detectives caused them to fly, to close down, to confess.

Hire them and damn the cost when you need to.

PROCEDURE ON ENTHETA PRESS

In the case of a bad magazine article which is signed, use the following procedure:

1. Tell them by letter to retract at once in the next issue.
2. Hire a private detective of a national-type firm to investigate the writer, not the magazine, and get any criminal or Communist background the man has. (Because all subversive activities foolishly use criminals they "have something on" and men who have been paid to attack us, you'll have data incoming from the detective agency if they do their work well.)
3. Have your lawyers or solicitors write the magazine threatening suit. (Hardly ever permit a real suit - they're more of a nuisance to you than they're worth.)
4. Use the data you got from the detective at long last to write the author of the article a very tantalizing letter. Don't give him your data on him. Just tell him we know something very interesting about him and wouldn't he like to come in and talk about it. (If he comes, ask him to sign a confession of collusion and slander - people at that level often will, just to commit suicide - and publish it in a paid ad in a paper if you get it.) Chances are he won't arrive. But he'll sure shudder into silence.
5. Give any new data you have from the detective to your attorneys for their use against the magazine.
6. Don't let the whole matter disrupt you, take much time, or upset the central organization.

INVESTIGATING A SQUIRREL

person or an organization using Dianetics or Scientology wrongly or without right, or a wildcat magazine, is best shut down or shut up by hiring a private detective. Tell the detective "We don't care if they or you're investigating them for us. In fact, the louder the better." Detectives cost dozens of dollars or pounds. They save thousands. When you get their data, give it to your attorneys for any action they want. Or post it.

HOW TO SUE

Never if you can help it. It consumes time, means little but trouble for you. Suits are basically best as threats.

WHEN BEING INVESTIGATED

If you are being investigated or if the Central Organization is - sit tight, don't co-operate.

Be legal according to the laws of the land in the first place. After that kick investigators or reporters downstairs.

Press interviews usually end up as entrapment or they are cover-ups for an investigation. Never co-operate. Be indifferent. Don't let the central organization co-operate with "press" ever. That's a lesson hard to learn. Press people are so persuasive. They are going to "help" so much. Look at a newspaper. Is it helping anybody?

Press and other queries are counter-investigation.

Never spook if investigated. And don't co-operate. Sit tight. Be silent. Make the investigator talk. Gradually put him into session if you can. Put him in birth or get him three feet back of his head. But don't co-operate or volunteer data. It's not that you've anything to hide. It's just that investigators can't duplicate. They pervert things they "hear".

Your whole answer to anyone is "This is an institution that has a definite high standing throughout the world. Why don't you see our attorneys?" This kills press and cops alike.

I've seen an outside investigation of a guiltless organization put the whole place in a flap and cost it two days' work or more. I've seen an organization fall apart by suspending operation for ten days while it permitted itself to be investigated. So don't co-operate. If you don't scare or cringe, the menace fades away.

People feel when they're investigated they must have done something wrong even when they haven't. If it's wrong to honestly help people then we're wrong - not otherwise. So never spook.

JUDGEMENT AND PUNISHMENT

None of us like to judge or to punish. Yet we may be the only people on Earth with a right to punish - since we can undo the damage we do in most cases. Therefore never punish beyond our easy ability to remedy by auditing and restoration.

Judging must be done on the basis of clear-cut evidence and the person to be guilty must be guilty beyond reasonable doubt. Only then, punish.

Guilt is established by a person's actions and statements, by witnesses and written evidence and by an expertly run E-meter. A person can be guilty without realizing he did wrong. What criminal ever does realize how wrong his actions are?

Only when all this is off will what we have done to the culprit free.

If the case is a true criminal case - totally hardened down to no-guilt for anything - you would have to run "Recall a time you have done something" for a long long time before you could release the specific overts against Dianetics and Scientology.

When he's turned loose again he will not try to wreck you. He will have regained his ethic level- providing you balanced the case out with motivators "What has been done to you?"

It's relief to a bad case to be punished. Sometimes they choose us for their executioners - worse luck. More often than not you as my representative get selected as the person to wield the axe and a criminal-type will try and try to get you to use an axe on him. It would feel so good to be punished after lives of crime. Axe him - but rehabilitate him too.

WHOM TO SUSPECT

Suspect people who have the following:

1. Criminal connections or background.
2. Communist membership or leanings (they attack all "source").
3. Low OCA/APA graphs.
4. Auditors who get bad results on preclears.
5. People low on the tone scale, particularly physiologically (physiology not always reliable).
6. People who don't pay their bills and who want it all free.
7. People who tell you you could reach so many people if only you'd help them or their friends.
8. Press.
9. People who can't work.
10. People who break up machinery or Mest.

If you simply swept all these out of every central organization, you'd be a real winner. (Never consent to a post being filled with a bad person because the post is empty. An empty post is better than one filled always.)

WHOM TO TRUST

Trust the following:

1. Auditors whose good results you have actually seen on graphs (never by "repute" the "best auditor in town" - this is press agency not results).
2. People who are able to work.
3. People who get a job done easily.
4. People whose Mest is in good shape.
5. People who are routinely in good health.
6. People whose cases run easily.
7. People with high OCA or APA graphs.
8. People in general.

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Rem:wo
Ethics Officer HAT
HCO Exco Sec HAT
HCO Sec HAT
Dir Insp of Rpts
HAT
Ethics Section
Personnel HAT

HCO POLICY LETTER OF 11 MAY, 1965

HCO DIVISION

ETHICS OFFICER HAT
STAR CHECK OUT BY DIRECTOR OF
EXAMS ON HAT'S LISTED
(EFFECTIVE AT ONCE)

This is a quick outline of the activities of the Ethics Officer.

The purpose of the Ethics Officer is "To help Ron clear orgs and the public if need be of enthetia and enturbulation so that Scientology can be done."

The activities of the Ethics Officer consist of isolating individual who are stopping proper flows by pulling withholds with Ethics technology and by removing as necessary potential trouble sources and suppressive individuals off org comm lines and by generally enforcing Ethics Codes.

The technology of how this is done is quite precise.

In a nutshell, (a) one finds an imperfect functioning of some portion of the org and then (b) finds something that one doesn't understand about it and then (c) interrogates by despatch the individuals in that portion connected with the imperfect functioning.

Just those three steps done over and over are usually quite enough to keep an org running quite smoothly.

On first taking over post in an enturbulated org, or in viewing a portion of the org in an enturbulated condition the actions of the Ethics Officer consist of

(1) Run back enthet: by asking for names of who said it to the person who is now saying it (2) locate those persons and find out who told them and then (3) look amongst those names for no-case-changes or for potential trouble sources. Bill voices a rumour (usually with a "they" say -----). The Ethics Officer asks Bill what "theys" name is, Bill thinks and finally says it was Pete. The Ethics Officer locates Pete and asks Pete who told him, and when Pete says "they" the Ethics Officer finds out what "theys" name is. Pete says it was Agnes. Ethics Officer locates Agnes. Agnes maintains it is true and can't say who said it. Ethics Officer looks up Agnes' case folder or puts Agnes on a meter and sees by high or very low TA that he has a suppressive. Or he finds Agnes has a suppressive husband and that she is a Potential Trouble Source.

The Ethics Officer then handles it as per Ethics Policy Ltrs.

In short, rumour comes from somewhere. The somewhere is a Potential Trouble Source or a suppressive. One runs it down and applies the remedies contained in Ethics HCO Policy Letters to that person.

An Ethics Officer's first job is usually cleaning up the org of its potential trouble sources and requesting a Comm ev for the suppressive. That gets things in focus quickly and smooths an org down so it will function.

Then one looks for down statistics in the OIC Charts. These aren't understandable, of course, so one interrogates by sending Interrogatives to the people concerned. In their answers there will be something that doesn't make sense at all to the Ethics Officer - Example "We can't pay the bills because Josie has been on course." The Ethics Officer is only looking for something he himself can't reconcile. So he sends Interrogatives to the person who wrote it and to Josie. Sooner or later some wild withhold or even a crime shows up when one does this.

The trick of this "Org Auditing" is to find a piece of string sticking out - something one can't understand, and, by interrogatives, pull on it. A small cat shows up. Pull with some more interrogatives. A baby gorilla shows up. Pull some more. A tiger appears. Pull again and Wow! You've got a General Sherman tank!

It isn't reasonable for people to be lazy or stupid. At the bottom you find the real cause of no action in a portion of an org or continuous upset.

When you have your General Sherman, call a Court of Ethics on it. Or take action. But in actual fact you have probably already fixed it up.

There's always a reason behind a bad statistic. Send out Interrogatives until you have the real reason in view. It will never be "Agnes isn't bright." It is more likely, Agnes is on a typing post but never knew how to type. Or worse - the D or P audits orgs for his own profit. Or the D or T simply never comes to work.

The real explanation of a down statistic is always a very easily understood thing. If you interrogate enough you'll get the real explanation and then you can act.

Never use conduct for anything but an indicator of what you should interrogate.

Never buy rumours as generalities. Somebody said them and that somebody has a name. Get the name.

FILING

Filing is the real trick of Ethics work. The files do all the work, really.

Executive Ethics reports patiently filed in folders, one for each staff member, eventually makes one file fat. There's your boy.

Call up a Court of Ethics on him and his area gets smooth.

Whatever report you get, file it with a name. Don't file by departments or Divisions. File by name.

The files do 90% of the work. When one file gets fat, call the person up for Ethics action.

TIME MACHINE

Run a Time Machine and let it accumulate data for you.

The orders that fall off of it that weren't complied with should be reported to the senior issuing them.

But file those non-compliances. Soon, a file gets fat and we know why the org isn't running in one of its portions.

POLICY

All Ethics policy applies to the actions of an Ethics Officer.

But the above is his workaday world, Auditor to the org, filing his replies, watching for the fat file and then calling a Court on it.

That way an org soon begins to run like a well greased river, doing its job in a happy atmosphere.

Be as sudden and swift and unreasonable as you like. You aren't there to win a popularity contest.

HCOPL 11 MAY 1965

-3-

Make Executives report all those Ethics items they should. Make them write their orders and send you a copy. Make your Comm Centre give you the responses for pairing with the copies. File carefully and call the lightning down on the person who gets a fat Ethics file.

It's an easy job. Mostly admin. But so is all Intelligence work. The files do the job if you make people report and if you file well yourself.

And when you feel exasperated and balked and feel like taking it out on somebody, do so by all means.

Whoever heard of a tame Ethics Officer?

The sanity of the planet is all that is at stake.

L. RON HUBBARD

LRH:nh:mas

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BOARD TECHNICAL BULLETIN

Remimeo

STO

Cramming Off

2 SEPTEMBER 1972

ISSUE II

REISSUED 23 AUGUST 1974 AS NTB

CANCELS

HCO BULLETIN OF 2 SEPTEMBER 1972

ISSUE II

SAME TITLE

WHY FINDING DRILL - TWO

NUMBER: WT-2

NAME: FIND A WHY ON A PERSON

PURPOSE: TO TRAIN STAFF MEMBERS TO BE ABLE TO APPLY THE DATA SERIES TO FIND A RIGHT WHY ON A PERSON.

POSITION: Coach and student sit facing each other across a table.

COMMENTS: As stated.

PROCEDURE: Each step is done in turn.

STEP ONE: Coach has prepared in advance a list of the following words and their dictionary and Scientology (R) definitions: Situation, Statistics, Data, Why, Ideal Scene, Handling, Project, Programme, Compliance, Analysis, Policy, Plans, Order, Debug, Evaluate, Evaluation. These are defined M6 style on each word or term. This step is usually only done once. It is done by the Coach and the student.

STEP TWO: The Coach drills the student on Data Series 23 Why Finding steps chinese school style until he can rattle them off effortlessly.

Coach says:

"Repeat after me.
This is the procedure.
Policy
Situation
Stats
Data
Why
Ideal Scene
Handling"

1. Coach works out and writes a Situation and Why on a piece of paper. He puts this face down on the table. The Why must be consistent with the Situation.

2. The Coach says: "The Situation is...(name as on the piece of paper)..." Student writes this down.

3. Coach says: "Find the Why."

4. Student now questions the Coach by first taking up the statistics involved. He ascertains at this point whether it is an Up Situation or a Down Situation, as related to the statistics. He finds out when the stats were last up in a high range and what was being done at that time, if they are down now. He may find the stats have never been up. He verifies that the stats presented are true.

5. He gets the data, by two way communication, noting down any and all Out Points or Plus Points. The Coach must feed the student data relative to the Situation given.

6. The student narrows the target by selecting out the area of the biggest or most repeated Out Point, or missing scene, to reveal the basic Out Point which aligns and explains the other Out Points.

7. The student announces the Why to the Coach. It will be the Why for the Up Situation or Down Situation, as given by the Coach earlier. This should match up with the Why written on the piece of paper.

8. The Coach asks: "Is the Why consistent with the situation?" Student checks and answers Yes.

The Coach asks: "Is it a Why that is something to do with the person involved?" Student checks and answers Yes.

The Coach asks: "Is it a Why that the person can do something about?" Student checks and answers Yes.

If the answer is No to any of these questions, the Coach refers the student to the relevant Policy Letter and then has the student review his data and Out Points or Plus Points until he can find a Why which is correct.

M4 or M7 Word Clearing can and should be used where necessary to clear up confusion.

9. The Coach says, "Good," and lifts up the piece of paper and shows it to the student. The Why found by the student should be the same as or close to the Why on the piece of paper.

10. Coach asks: "What Policy are you operating on?" Gets answer.

11. The Coach says: "What is the Ideal Scene?" Student answers. Coach asks: "Is this Ideal Scene consistent with and a reverse statement of the Why?" If not, get this corrected.

12. The Coach says: "Good. What is the handling?"

13. The student quickly works out the handling. Give the student a little time to work this out.

14. Student says the Handling to the Coach.

Coach asks: "Does this handling actually handle the Why?" If the answer is Yes and the student is correct, the Coach asks: "Will this handling bring about a return to or approach towards the Ideal Scene?" Student looks at this and answers Yes or No.

Coach asks: "Does this handling contain a bright idea that will boost production?" Student looks at this and answers Yes or No.

The Coach asks: "Can this handling be done by the person involved?" Student answers Yes or No."

Finally Coach asks: "Is the handling consistent with the Situation and Why?" If the answer is No to any of these questions, the Coach refers the student to the relevant Policy Letter and then has the student review his handling. In the case of any undue difficulty, the Coach uses M4 and M9 word clearing.

TRAINING STRESS: This drill must be done on a gradient of wins. The first two or three times through the drill may take some time. The time will be well spent.

The standard operating procedure to correct a student who has not done a step correctly is:

1. Give the student a Flunk.
2. Refer the student to the relevant HCO PL.
3. Reclear the definition of the key term or terms involved and get a few examples given.
4. Use first M9 and then M4 Word Clearing on any Policy Letter to handle any persisting difficulty.
5. Go back and check the earlier step done to ensure correctness.
6. Rehandle the step that was flunked and take the student to a win and then proceed with the rest of the drill.

Start off with very very simple Situations and Whys and build these up as the student becomes more confident and in control of the technology.

The Qual Librarian should be standing by to give Policy references for students doing these Why Finding Drills.

If a student is having any difficulty on doing two way comm, he should be referred to Dianetics (R) 55 Chapters 7, 8 and 9. He could be Word Cleared M9 on the Chapters and then demonstrate two way comm in practice.

It is very important in this drill not to get into discussions about the technical aspects of the drill. The Coach must always refer the student to the reference material involved, or go to the Qual Librarian for the data.

The immediate reference material for the drill is:

HCO PL 17 Feb 72 Data Series 23 Proper Format and Correct Action

6 Apr 72 How to Find a Why on a Person and Handle

Reference material quoted on Why Finding Drill One.
The remainder of the Data Series PLs.

HISTORY: Developed by L. Ron Hubbard at Flag in 1971 and 1972 in order to train up competent technical and administrative evaluators.

Ens. Judy Ziff
CS-5

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I/C: CPO Andrea Lewis
2nd: Molly Harlow

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